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Fax Cover Sheet

To: All members of the Sandy Smelter Site Working Group

From: Louise Smart and Daniel Bowling (fax: 303-442-7442, phone: 303-442-7367)

Date: June 19, 1997

Re: June 26, 1997 Meeting

EPA - SANDY SMELTER SITE - 597012, Phone code: 60

Number of pages (including cover): 8

Message:

Attached are materials for our upcoming meeting:

1. Draft Guidelines for the Working Group
2. Draft Proposed Agenda
3. Name, address and phone list of all members of the Working Group

We are looking forward to working with each of you to resolve the issues regarding the Sandy Smelter Site.

SANDY SMELTER SITE FACILITATION DRAFT GUIDELINES FOR THE WORKING GROUP

(We will review, modify, and adopt these at our June 26 meeting, so please read them carefully)

Purpose:

The purpose of the Facilitated Work Sessions for the Sandy Smelter Site is to share relevant information, to understand the range of interests associated with the remediation of the site, and to make recommendations to the U.S. EPA on the remediation for the site. The goal is to develop a plan that will meet the requirements of EPA and be acceptable to all affected parties.

Location/Date:

The first facilitated working session for the Sandy Smelter Site will be held at Sandy City Hall on Thursday, June 26, from 9:00AM to 4:00PM. A draft agenda for this meeting is attached. It is anticipated that there will be at least two and perhaps as many as four meetings of the Working Group.

Facilitator Information:

CDR Associates is providing two facilitators for this project: Louise Smart and Daniel Bowling. Working Group members can reach the facilitators at:

CDR Associates, 100 Arapahoe, Suite 12, Boulder CO 80302
Phone: 303-442-7367
Fax: 303-442-7442
e-mail: Lsmart@mediate.org

Working Group Participants

The Working Group consists of representatives from the U.S. Environmental Protection Agency, the Utah Department of Environmental Quality, ASARCO, Sandy City, and the Salt Lake City/County Health Department. A complete list of names and telephone, fax, and e-mail numbers is attached.

DRAFT PROCEDURAL GUIDELINES FOR SANDY SMELTER SITE WORKING SESSIONS

ROLES/RESPONSIBILITIES

Working Group

Each member of the Working Group is expected to: (a) regularly prepare for and attend work sessions of the Working Group; (b) clearly articulate and represent the interests of his or her agency, organization, or constituency; (c) listen to other points of view and try to understand the interests of others; (d) openly discuss issues with people who hold diverse views and participate in a cooperative problem-solving procedure to resolve differences; (e) generate and evaluate options to address the needs expressed by the Working Group; and (f) keep his or her constituent group(s) informed and solicit their

~~input~~ Draft Guidelines for the Working Group - 1

Facilitators

CDR Associates will provide facilitation services to the Working Group. The facilitators will be Louise Smart and Daniel Bowling. The facilitators will design and implement discussion and decision-making procedures to help the Working Group accomplish its goals. In consultation with the Working Group, the facilitators will design work session agendas. They will conduct the Working Sessions, provide a procedural structure, make strategic suggestions as to how cooperative problem solving can be implemented, and prepare summaries of Working Sessions. They will remain neutral and impartial toward the substance of the issues under discussion and will not advocate for any particular outcome or give substantive advice. The facilitators will remain responsible to the whole group and not to one member or interest. Their responsibility includes the enforcement of ground rules which are accepted by the group and which support the effective working relationship of the group.

DECISION-MAKING PROCESS

The EPA will remain the ultimate regulatory decision maker for the final remedy. The information shared and opinions expressed during the Working Sessions will help inform the EPA's decisions. It is hoped and anticipated that the discussions conducted during the Work Sessions will expedite EPA's decision-making process.

DISCUSSION GUIDELINES

Principles

- To achieve a full understanding of the participants' interests, concerns, and ideas, everyone in the group must actively participate.
- To participate fully and freely, all group members must have a common base of information and keep up-to-date on the progress of the group.
- A norm must be created in which everyone will feel comfortable to state his or her views and to disagree.
- A disagreement can illumine unrecognized problems and serve as a catalyst for new ideas.
- The goal of the group is to discover the unmet need that has produced an objection and to find a way to meet that need, rather than to suppress the objection.

Ground Rules

The following are a number of ground rules that have been found to encourage productive discussions. Members of the Working Group will commit to "best efforts" at following them and will give the facilitators the authority to enforce them:

- It is absolutely crucial that everyone have a chance to be heard and to hear others. Therefore, side conversations or interruptions while someone is speaking should be avoided.
 - In order to give everyone a chance to talk, participants should be sensitive about
- Draft Guidelines for the Working Group - 2

the length and pertinence of their comments and the importance of encouraging participation from all members of the group.

In order to maximize the productive time available, people should avoid repeating points that have already been adequately made by others, except to briefly indicate concurrence.

It is important to remain open-minded about proposals, ideas, concerns, etc., while different points of view are being presented and discussed. Rather than label particular proposals as "good" or "bad," it will be useful to be open to the underlying concerns that are expressed in a proposal.

Disagreement is inevitable, but should be focused on the issues involved rather than based on perceptions of motives or relationships and personalities.

Members should avoid competitive behavior that denigrates other participants or that is disruptive to the work of the group.

The work sessions will begin and end promptly at the scheduled times.

To ensure that all interest groups represented participate, the facilitators will elicit response from all participants.

STRUCTURAL GUIDELINES

Working Group Members

The Working Group consists of representatives of: ASARCO, U.S. EPA, Utah DEQ, the City of Sandy, and the Salt Lake City/County Health Department. It is important to maintain representation at all work sessions of all interest groups. Therefore, Working Group members should make every effort to attend all work sessions. The group will not be obligated to back-track to accommodate a representative who has not been present at prior work sessions.

Constituents

The members of the Working Group will inform their constituents and/or internal hierarchy on an ongoing basis as to the issues under discussion and the progress being made in the Working Sessions. They will represent the interests of their constituent group(s) and bring their constituents' concerns and ideas to the discussions.

It is recognized that each set of representatives must obtain approval from their organization for any decisions reached through these facilitated discussions. Working Group members will remain respectful of each other's organizational decision-making requirements and will allow opportunity for organizational input and ratification to occur prior to reaching closure.

Task Groups

The Working Group may form Task Groups to review technical information or develop proposals on specific issues. Task Groups will present any information and proposals developed to the Working Group for the Working Group's consideration. The Working Group will designate the composition and scope of work for each Task Group.

Work Session Summaries

The facilitators will prepare work session summaries of each Working Group work session. These will be marked "DRAFT" and will be disseminated to Working Group members. At the following Working Group work session, the summaries will be reviewed, modified if needed, and approved by the Working Group. The final summaries will be placed in the Administrative Record.

RELATIONS WITH THE MEDIA AND THE GENERAL PUBLIC

Communication with the Media

The Working Group will avoid using the media as a platform for lobbying the public. Members of the Working Group agree to speak to the media about their own and their agency's or organization's views and not speak on behalf of other persons, organizations, or agencies. The EPA will make the Administrative Record available to anyone who requests it.

In communicating with the media and the general public, a clear distinction should be made between preliminary information, concept papers, proposals under consideration, and final EPA decisions. It is important to differentiate between discussions, opinions expressed, and decisions. Preliminary documents will be marked with "DRAFT" or "FOR DISCUSSION PURPOSES ONLY."

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**DRAFT PROPOSED AGENDA
SANDY SMELTER SITE WORKING SESSION
JUNE 26, 1997
9:00AM to 4:00PM**

- Welcome and Introductions
- Background information.

Bonnie Lavelle, Project Manager for the EPA, will give a brief overview of the history of the Sandy Smelter project.

- Review of the Guidelines for Work Group Sessions

The Working Group will review and comment on the draft guidelines, will make any changes needed, and will adopt the revised guidelines.

- Interests

Each participant will identify his/her interests regarding the potential remediation of the Sandy Smelter site.

- Information Exchange

Each organization will provide an update on information relevant to the Sandy site, including, for example, technical information about the site and the results of the Citizen Survey.

- Development of Criteria for Evaluating Remediation Alternatives

The Working Group will review the interests expressed by the participants, in order to develop appropriate criteria as measures for the evaluation of the remediation alternatives.

- Exploration of Alternatives

Participants will review options for remediation and will discuss these options in light of the goals presented and criteria developed early in the meeting. The group will identify those options which best meet these goals and criteria and will discuss any concerns or needs they have related to these options.

- Next Steps

Group members will identify the steps needed to move the discussion forward and will set the date and agenda for the next meeting.

Please Note: Lunch will be provided by the City of Sandy to enable us to continue discussions during lunch.